

Co-operative Ownership! Not just a profit sharer or a bonus getter, but a co-operative Owner.

OURSELVES

If you take care of your business when you are young it will take care of you when you are old.

July 25, 1919

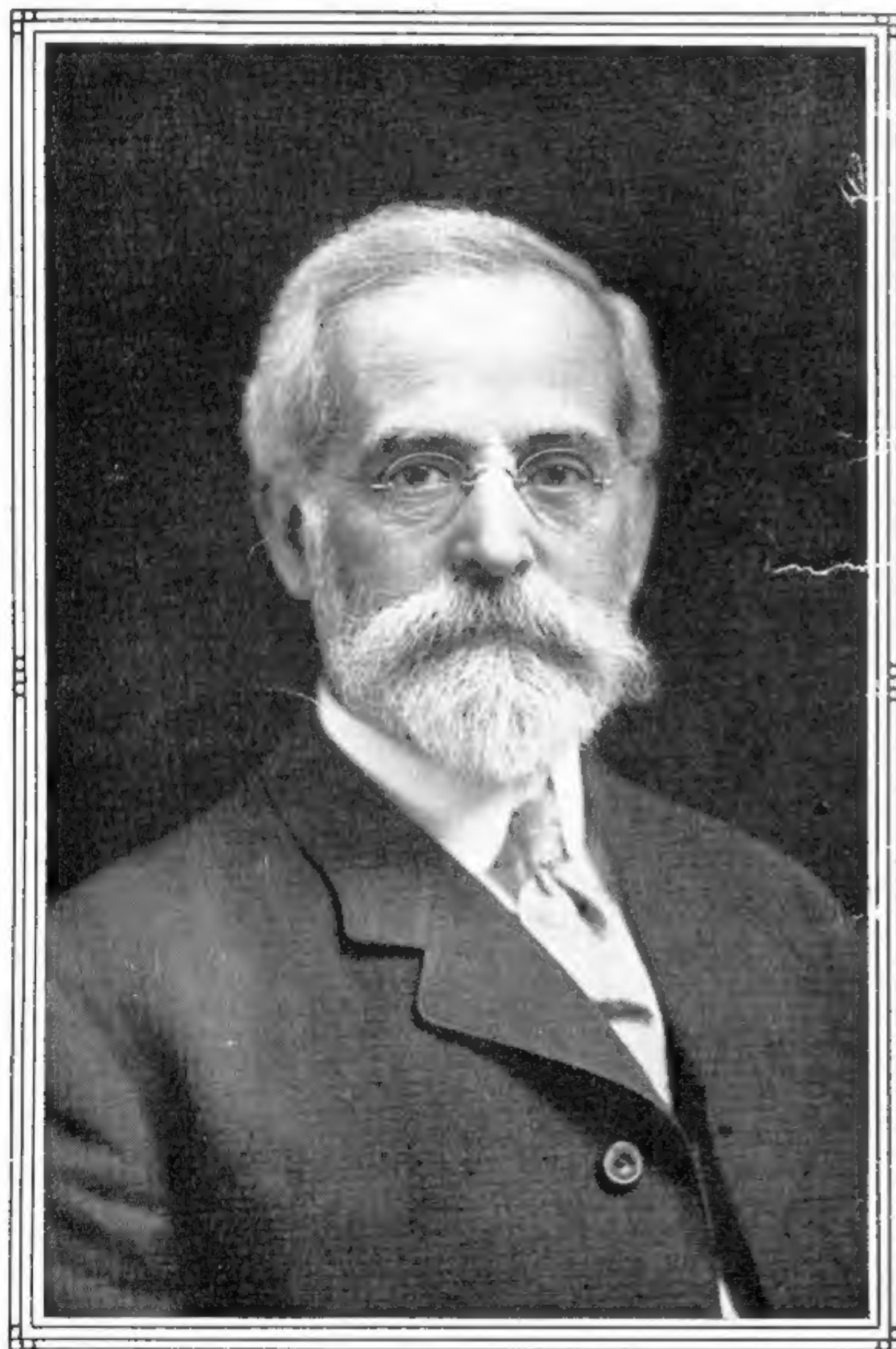
Buffalo
Chicago

Larkin Co.

Peoria
Philadelphia

Special Number

An Important Message From Our President



JOHN D. LARKIN

PRESIDENT AND TREASURER LARKIN CO.
AND ACTIVE HEAD OF THE LARKIN BUSINESS

IT has always been a great source of happiness both to the Directors of this Company and to myself that the atmosphere of our organization has rather been that of a united family than of a business institution. This spirit of mutual helpfulness and affection has been without question the cornerstone of our success.

You may imagine then with what genuine satisfaction I announce to the Employees of this Company an important proposal on the part of the present Stockholders whereby the Employees will become in actuality part owners of this business and sharers in its benefits and profits.

You will find the operative details of this plan fully described in this issue of *Ourselves*, and as you read this plan you will recognize that just in the measure that you enter heartily, earnestly and loyally into your daily task, be it small or great, you will have your share in increasing the earnings of this Company, of your fellow Employees and of yourself.

It is the earnest hope of the Directors of this Company that this progressive step shall the more firmly and closely unite in one harmonious spirit of co-operation our entire organization and open the way thereby to greater achievements than even those of the past.

With best wishes to every member of the organization.

Cordially yours,

John D. Larkin

President

This issue of *Ourselves* is for our employees only. It is just between *Ourselves*. It is historical, epochal and prophetic. You will need this issue to refer to often, for it sets forth your interest in this business and its worthwhileness. You will want to keep it for private reference.

A PROPOSAL

By the Stockholders of Larkin Co. to its Employees

PREAMBLE

1 The Directors of Larkin Co. for some years past have
2 studied and considered plans and have awaited a favor-
3 able time for offering stock in the Company to such of
4 its employees as have shown by their interest and
5 efficient service their value to the business.

6 The time for such an advanced step seems now to
7 have arrived.

8 The present owners are impressed with the argu-
9 ment that a business will reach its highest efficiency
10 in performing its functions of service and profits, only if
11 (a) Its owners are also employees working together
12 for a common purpose.

13 (b) As large a percentage of the employees as possible
14 qualify themselves for co-
15 operative ownership by the
16 development of discretion
17 and thrift, and by faithful and
18 intelligent service and self-
19 discipline in the essentials
20 for usefulness and reliability.

21 (c) After capital has been
22 paid, after the business has
23 been made strong to bear its
24 burden, and after the human
25 toilers have been compensa-
26 ted and duly protected from
27 unpreventable disaster, the
28 residue of reasonable profit in
29 money or stock be equitably
30 divided among the men and
31 women who help to produce it.

32 At the present time a
33 broad and equitable division
34 of the burdens and benefits
35 of a large industry, however
36 just it may seem, is in fact
37 a radical step. A successful
38 business does not depend
39 merely upon good will and equity, it depends upon
40 CAPITAL, MANAGEMENT, and INTELLIGENT HUMAN EN-
41 DEAVOR. Profits do not just happen, and a worthy service
42 does not come of thoughtless effort. The consciousness
43 of ownership must inspire the highest intelligence and
44 the clearest thinking if we are to achieve.

45 In presenting this plan to the employees of Larkin
46 Co., the management has endeavored to do full justice to
47 all, to guard the several interests, and the future stability
48 of the business, and to offer liberal inducement to ability,
49 initiative, energy, economy, and happiness, that our
50 business may prosper, and that the maximum of those
51 virtues of useful living may be attained.

52 The management wishes also to state that only the
53 highest confidence in the integrity, loyalty, and friend-
54 ship of our employees induces the presentation of this
55 plan for Co-operative Business Building.

THE PRESENT CONDITIONS

I

1 On January 1, 1919, the books of Larkin Co. showed
2 total assets of \$27,755,183.56. After deducting the total
3 liabilities except the capital accounts, Surplus and Profit
4 and Loss, there remain total net assets amounting to
5 \$22,181,966.80

6 The Company has never carried any accounts on its
7 books except tangible assets, and the asset accounts have
8 been kept in the most conservative manner. Appraisal
9 of lands, buildings and the like would no doubt greatly
10 increase the net assets.

11 The books carry no ac-
12 count of Good Will. Good
13 Will is a very actual asset,
14 but intangible and fleeting.
15 If a business is not taken
16 care of, the Good Will soon
17 disappears. If the business
18 is properly taken care of, the
19 Good Will becomes as real
20 an asset as any of the tangi-
21 bles. Some of the Directors
22 of this Company have from
23 time to time insisted that
24 the Good Will of our business
25 is worth as much as all of the
26 assets shown on the books.
27 Good Will is reputation; it
28 is credit at the bank; it
29 is the morning mail; it is the
30 patience and loyalty of our
31 customers when they have
32 actually been mistreated by
33 us, or when our service has
34 broken down; it is the skill,
35 experience and energy of the
36 working organization.

37 It is this Good Will, coupled with the large assets
38 already acquired, which under a co-operative organiza-
39 tion will give to every trained worker courage for large
40 things for the future and can be made to bear fruit for
41 all who will take part in our future development.

*THE following is a plan, the substance of which, if
our employees approve, the Company will join with
them to carry out. The form we also believe can
be executed substantially as set forth. There are how-
ever certain legal questions now pending in the United
States Supreme Court which may require a change in
form. Should this be necessary, it is the firm intention
of the present stockholders to make such changes in form
as will preserve the benefits of the plan, dating from
January 1, 1919.*

*This plan is submitted for study and consideration.
It should not be hastily approved. It calls for excep-
tional service, loyalty and fidelity, and offers exceptional
reward for worthy exertion and thoughtful action.*

*Every employee of the Company who accepts and
joins in the plan should do so understanding its provi-
sions are mutual. It is a Co-operative Plan and pro-
vides for Co-operative ownership.*

CAPITAL STOCK

II

1 For this going concern, we think the most conserva-
2 tive will agree that a capitalization of \$30,000,000 is
3 more than covered by the real assets of the Company.

4 It is proposed to organize a corporation under the
5 laws of the State of New York with \$20,000,000 of First
6 Preferred Stock and \$30,000,000 of Second Preferred
7 and Common Stock. The First Preferred Stock shall
8 have a par value of \$100 per share, and shall pay a divi-
9 dend of 3% in 1919; of 5% in 1920; of 6% in 1921; and

10 of 7% in 1922 and each year thereafter. This stock shall
11 be preferred as to assets, and cumulative as to dividends,
12 but shall not further participate in the profits of the
13 Company.

14 No Second Preferred Stock shall be issued at first.
15 \$10,000,000 only of Common Stock shall be issued now.
16 The Second Preferred Stock will be issued only in case a
17 person holding Common Stock wishes to sell, and the
18 Company defers the payment, as hereinafter more par-
19 ticularly mentioned. The par value of the Second Pre-

20 ferred Stock and Common
21 Stock shall be \$50 per share.
22 The Second Preferred Stock,
23 if issued, shall pay a dividend
24 of 5% in 1920, and of 6%
25 thereafter. This stock shall be
26 preferred as to assets after the
27 First Preferred, and cumulative
28 as to dividends, but no divi-
29 dends on Second Preferred
30 shall be paid until after all
31 dividends on the First Preferred
32 are paid. First and Second
33 Preferred Stock may be re-
34 tired in the option of the Board
35 of Directors at any time at par.

36 All Common Stock except
37 that issued for the purchase of
38 the original assets, and this
39 also when the Board fixes the
40 price at par or higher, shall
41 be restricted as to sale and
42 use. It shall not be sold except
43 to the Company or to a person
44 eligible to hold Common Stock.
45 All Common Stock purchased
46 by the Company shall be subject
47 to reissue in the discretion of the
48 Board of Directors. The divi-
49 dend rate of Common Stock
50 shall be fixed by the Board of
51 Directors only, but shall not
52 exceed 12%, nor shall it exceed
53 50% of the profits remaining in
54 any one year after payment of
55 dividends on Preferred Stocks.

56 The voting privilege shall
57 be with the Common Stock, pro-
58 vided that in case preferred divi-
59 dends are defaulted for twelve
60 consecutive months, Preferred
61 Stock may also vote; and this
62 privilege shall be continued
63 until the preferred dividends
64 are paid in full.

WHO MAY HOLD STOCK

III

1 (a) The present Stockholders
2 of the Larkin Co. may hold
3 both Preferred Stocks and Common Stock.

4 (b) Any employee of the Company, or of Larkin
5 Co. of Illinois or of Larkin Co. of Pennsylvania, not a
6 stockholder, who on January 1, 1919, had completed
7 three full years of employment was then at
8 least 21 years of age, and a citizen of the United States,
9 shall be known as a Charter Employee Stockholder, and

10 shall receive Common Stock as provided in V:11, and
11 (c) Any Charter Employee Stockholder who has
12 been designated as eligible (see IV:14), and any other
13 employee of like qualifications who has been designated
14 as eligible may hold Common Stock received under
15 VII:20, or by purchase.

16 Should an Employee fail in any year to be designated
17 as eligible the stock then held by him shall not be affected
18 thereby.

19 Employees under 21 years of age, or not citizens, will
20 receive the apportionment of
21 stock they would have received
22 had no disability existed as
23 soon as the disability is re-
24 moved, provided that aliens
25 shall apply for citizenship with-
26 in six months of the publication
27 of this plan or within six months
28 of their employment, and shall
29 prosecute their claims without
30 delay.

31 Any person may purchase,
32 hold and sell Preferred or
33 Second Preferred Stock.

34 Any Eligible Employee
35 Stockholder, and any present
36 owner who is also an employee
37 of the Company may purchase
38 Common Stock yearly to an
39 amount equal to twenty per-
40 cent. of his yearly salary, pro-
41 vided the Board of Directors
42 has appropriated sufficient
43 stock for this purpose to ac-
44 commodate all employees de-
45 siring to purchase. If less is
46 appropriated, the total for
47 sale shall be pro rated to
48 applicants.

49 The Common Stock of the
50 Company shall never be used
51 as collateral to borrowing, or
52 as a pledge, or as security of a
53 debt, except made to the
54 Company.

MANNER OF DETERMINING ELIGIBILITY OF EMPLOYEE STOCKHOLDERS

IV

1 A list of all Charter Em-
2 ployee Stockholders shall be
3 prepared, and from these the
4 Directors of the Company
5 shall designate those men and
6 women who in their judgment
7 have sustained interest in the
8 business, and whose value to
9 the Company has been demon-
10 strated. At the beginning of

11 year 1920 this list and all other employees who have
12 qualified during this year shall be separated into employees
13 of the Office, Plant, Philadelphia Branch, Peoria Branch,
14 and Chicago Branch. These lists may be subdivided
15 into such groups as shall best insure the wise selection
16 of eligibles. Each person on the several lists shall be
17 voted upon by all of the persons on such list, each person

"A Plan of Unprecedented Opportunity"



THE plan for incorporating Larkin Co. on a
Co-operative Ownership basis is one that
holds unprecedented opportunities for our
business and associates. It means that we are at
the beginning of a new epoch. The plan does
not hold speculative opportunities, but is intended
to develop sound business fiber and character
throughout the whole Larkin organization.

The best insurance for a progressive business
that I know of, is to have the intelligent interest
and effort of as many of its workers as it is possi-
ble to obtain and to maintain. Nothing short of
this can give a maximum of success in the business
world to-day. I hope to see the permanent peo-
ple of our organization recognize the opportunities
which this plan offers, and if they do, I believe
they will make Larkin Co. a magnificent success.

I think the plan is in advance of the times,
and I am confident that it will be justified by prac-
tical results. It should be a genuine gratification
and satisfaction to every one of us.

JOHN D. LARKIN, Jr.

In Days Gone By



William H. Coss

OURSELVES of July 1, 1909, announced the retirement on that date of William H. and Daniel J. Coss from the directorate of Larkin Co. and its subsidiaries and from their positions as Superintendent and Assistant Superintendent respectively of the Larkin factories, after thirty-three years of continuous service.

In every day of their connection, excepting brief vacations in the later years, the Coss brothers had set us all examples of application to business, unexcelled. They were invariably at their offices earlier in the morning than their earliest subordinates and lingered longer at the day's end. On no consideration would they ever fail to place first in importance their duties at the factory. Furthermore these duties were always most unostentatiously performed.

Mr. William H. Coss had direct charge of the extensive building operations of the Company, the constant installation of factory equipment, besides all the details of the manufacturing processes.

The brothers were always inseparable and enjoyed together a trip to Europe and throughout the United States after their retirement. These journeyings were, however, too soon brought to an end by illnesses. The malady with which Mr. Daniel J. Coss was afflicted proved fatal and he passed away on April 25, 1914. Since then Mr. William H. Coss has lived very quietly in the vicinity of New York City, where his old friends of the Larkin organization frequently give themselves the pleasure of a little visit with him, finding him always well informed of, and keenly alive to, the affairs of the world, and much interested in the welfare of his many grateful friends here.

DARWIN D. MARTIN



Daniel J. Coss

18 being entitled to one vote. Every person receiving the
19 approval of 90% of all of the persons in his group, shall
20 be considered an Eligible Employee Stockholder for the
21 year 1919. To this list Common Stock will be dis-
22 tributed. (See VII-20)

23 At the beginning of each year lists shall be made up
24 as above designated, such lists to contain the names of
25 all former Employee Stockholders who are still in the
26 employ of the Company, and all other employees who
27 have qualified during the year. These names shall again
28 be passed upon by the Directors, and voted for in the
29 same manner by the then Employee Stockholders, and a
30 new list of Eligible Employee Stockholders for the year
31 shall be made up from those receiving the approval of
32 90% of those voting in their respective groups. To these
33 Common Stock will be distributed out of the previous
34 year's profits. (See VII:20).

35 Any person failing to receive the approval of 90% of
36 the votes in his group in any year, may within 5 days
37 thereafter apply for a hearing before the Board of

38 Directors as to his fitness to be an Employee Stockholder.
39 The names of all such applicants shall be published in
40 their respective groups, and any employee in such group
41 may file specifications concerning such employee, which
42 shall be for the consideration of the Board only; where-
43 upon the Board shall determine if the applicant shall be
44 an Employee Stockholder for the year. To this revised
45 list Common Stock will be distributed. (See VII: 20).
46 Any person receiving the unanimous vote of his
47 group for three successive elections may in the discretion of
48 the Board of Directors be omitted from the list of eligibles,
49 in which case he shall remain an Employee Stockholder
50 by virtue of his record.

51 It is expected that every Employee Stockholder shall
52 possess an intelligent and sustained interest in the
53 business, and that the consciousness of his ownership in
54 the business will insure the product of his mind and hand
55 to be of the quality and integrity expected of proprietors.

DISTRIBUTION OF STOCK

V

1 There shall be issued at the present time \$30,000,000
2 of stock consisting of \$20,000,000 of First Preferred and
3 \$10,000,000 of Common, this being the conservative
4 estimate of the value of the business at the present time.
5 \$20,000,000 of Common Stock will remain in the Treasury
6 to be issued from time to time to cover profits retained in
7 the business for its future development (See VII:20), and
8 for sale to Employees as herein further provided.

9 All of the First Preferred Stock shall be issued to the
10 present owners of the business.

11 Of the \$10,000,000 of Common Stock to be issued it
12 is proposed first to issue to each Charter Employee
13 Stockholder an amount of stock proportionate to his
14 yearly salary and his years of employment. The formula
15 for this determination is 1-10 of the yearly salary as of
16 January 1, 1919, times the years of employment, less
17 3 years. The result will indicate the dollars of stock to
18 be issued. Fractional years shall be in quarters. Less
19 than 1-8 shall be discarded; 1-8 or more taken as a full
20 quarter. In determining years of service, if an employee
21 has been employed by the Company more than once, the
22 date reckoned from shall be the beginning of his last
23 employment, except that in case employment was inter-
24 rupted by the holding of a public office or for educational
25 preparation or by marriage (if women) the time shall
26 merely be deducted, and if for war service or illness, such
27 interruption shall be disregarded. After the amount to
28 be issued to Employee Stockholders has been determined,
29 the remainder of the \$10,000,000 of Common Stock shall
30 be issued to the present owners of the business.

31 Second Preferred Stock is issued only in the dis-
32 cretion of the Directors when Common Stock is to be pur-
33 chased. First and Second Preferred Stocks are callable
34 at par at any time on 30 days' notice. The First Pre-
35 ferred shall be called pro rata from the several owners
36 unless it is otherwise agreed, and when First Preferred
37 Stock is called, the owner may in his election take Com-
38 mon Stock for his holdings at the price thereof previously
39 established by the Board of Directors as the current
40 year's price.

EMPLOYEE STOCKHOLDERS LEAVING THE EMPLOY OF THE COMPANY

VI

1 DISCHARGE. Any Employee may be dismissed from
2 the service of the Company the same as though there
3 were no Employee Stockholders.

4 VOLUNTARY WITHDRAWAL. Any Employee Stock-
5 holder may withdraw from the employ of the Company
6 at any time the same as though he were not a stockholder,
7 provided that this proposal and the advantages it offers
8 shall not be for the benefit of any Employee who volun-
9 tarily leaves the Company for another position prior to
10 December 31, 1920.

11 In the case of dismissal or voluntary withdrawal, the
12 Common Stock owned by the Employee shall be de-
13 posited with the Company for purchase. The Company
14 may purchase the stock for cash, or may give its note for
15 not to exceed six months at 6% interest, or may in its
16 discretion issue Second Preferred Stock at par for the
17 Common Stock. The price of the Common Stock shall be
18 the price designated by the Board of Directors at the
19 beginning of the year as the purchase price of Common
20 Stock for the current year.

21 RETIREMENT. When an Employee Stockholder has
22 been 25 years in the employ of the Company, and it is
23 determined that he possesses disabilities which unfit him
24 for further employment, or if he is 65 or more years of
25 age, and voluntarily or in the election of the Board of
26 Directors retires, he shall deposit his stock with the
27 Company. The stock which he has bought from time to
28 time will be treated as stock under Voluntary With-
29 drawal. Upon the stock received as Charter Employee
30 Stockholders and through stock dividends the Company
31 shall, if a fund has been created for the purpose, pay the
32 owner quarterly 1½% (5% annually) of the value of his
33 stock, as established by the Board of Directors for the
34 year in which the stock is deposited, with full dividends
35 to the owner during the whole installment period without
36 reference to the fact that the owner's interest is diminish-
37 ing. Such dividends shall commence with the end of
38 the first quarter of the calendar year following notice of
39 intention to retire, and assignments and deposit of stock
40 with the Company for that purpose. Dividends may in
41 the option of the Company be reduced to pro rata of
42 unpaid remainder at death of retired owner, or may be
43 continued in full during the life or years of minority of
44 a legal dependent, or until the shares are liquidated.
45 Dividends shall be reduced to pro rata of unpaid re-
46 mainder if the law provides the Employee with an in-
47 dustrial pension. When liquidated such stock shall revert
48 to the Treasury for reissue.

49 No cognizance shall be taken by the Company of the
50 gainful occupation of a retired Stockholder whose income
51 therefrom does not exceed 50% of his salary during the
52 last year of his employment.

53 The Company may grant a proportional or similar
54 plan of liquidation in its option to one employed less than
55 25 years, leaving for retirement.

56 DEATH. In the case of the death of any Employee
57 Stockholder, the Company may in its discretion call the
58 stock as in case of voluntary withdrawal, or in case it
59 shall so determine, may proceed with the heirs of the
60 deceased in the same manner as with the retiring Em-
61 ployee.

62 At the beginning of each year, after the profits of the
63 previous year have been determined, the Board of
64 Directors shall fix the value per share of the Common
65 Stock, and this shall be the sale and purchase price of the
66 Common Stock for the current year.

A Three-fold Purpose



The Co-operative Ownership Plan which is now being offered to the employees of Larkin Co. is the result of the sincere desire of the present owners of the business to give the permanent employees the opportunity:

- 1st. To have a direct interest and voice in the management of the business;
- 2nd. To share in the results of co-operation and ownership;
- 3rd. To further build and from now on to perpetuate the business for the benefit of its actively interested employees.

The Plan is thoroughly in accord with the spirit and the effort of the new age which this world is now just entering into. OPPORTUNITY is the word that best describes what it offers to each and all of us. Let us bear in mind that OPPORTUNITY is the entranceway to SUCCESS.

I believe that under this Plan the opportunities for the growth and development of Larkin Co. are practically unlimited. CO-OPERATION is the way to these greater results.

CHARLES H. LARKIN

Your Opportunity

Recently I heard a prominent man from New York City tell a graduating class of young women that they were leaving school to live in a new world. A new world because, since the signing of the Armistice on Nov. 11, 1918, we are living differently, thinking differently and are striving to develop to a far higher degree the brotherhood of man.

We can all rejoice and take much satisfaction in the proposal now presented by the stockholders of Larkin Co. to the employees.

To fully appreciate what this all means, one must read and re-read this special issue of OURSELVES most carefully. It will grow upon you from day to day, that a wonderful opportunity lies before every Larkin employee to co-operate and unite in our efforts for the common welfare and benefit of all.

We are all co-workers in a large plant. Work is good for every soul. There exists here enthusiasm and loyalty, which many rightfully call the Larkin Spirit.

Within these great walls is a city, as it were, of many manufacturing plants—we have here in the Larkin Factories over twenty-five separate manufacturing departments. Think, then, how great the opportunities are in so many lines of effort to build up and expand this business to an extent that we have never dreamed of.

But, let us not forget that no business can succeed without good management. Good management coupled with good merchandise, sold at honest prices, builds that important pillar which helps to support all successful industries, namely, Good-Will.

And you can contribute your share to Good Will—your energy, your heart and soul can enter into this business with the realization that you are a part owner and that you are to share in the profits.

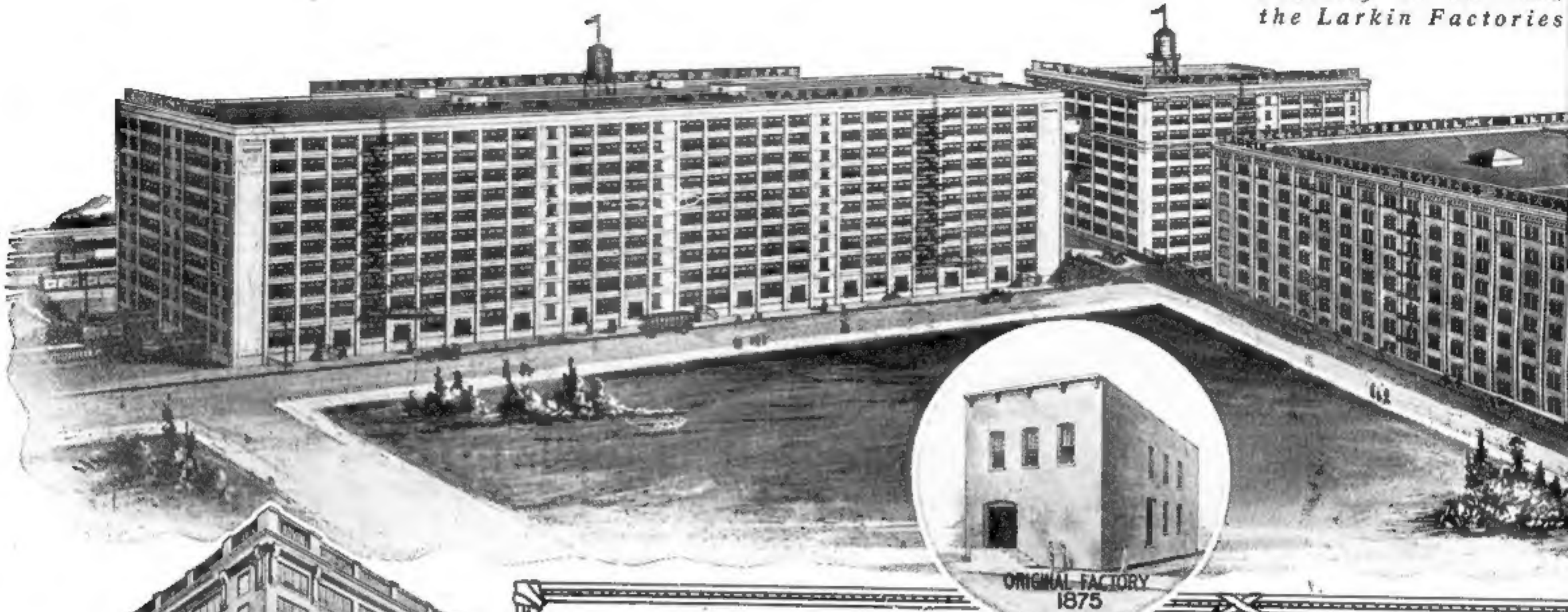
Have confidence in your ability to do bigger things and rejoice in your fellow worker's success. Be enthusiastic at all times. Enthusiasm covers the earth with its accomplishment.

H. M. ESTY



The Larkin Factor

*Fidelity to an idea
the Larkin Factories*



PHILADELPHIA SHOWROOM AND WAREHOUSE
Larkin Co., of Pennsylvania
22nd, Arch and Cuthbert Streets



PEORIA WAREHOUSES
Larkin Co. of Illinois
Peoria, Ill.

Distribution

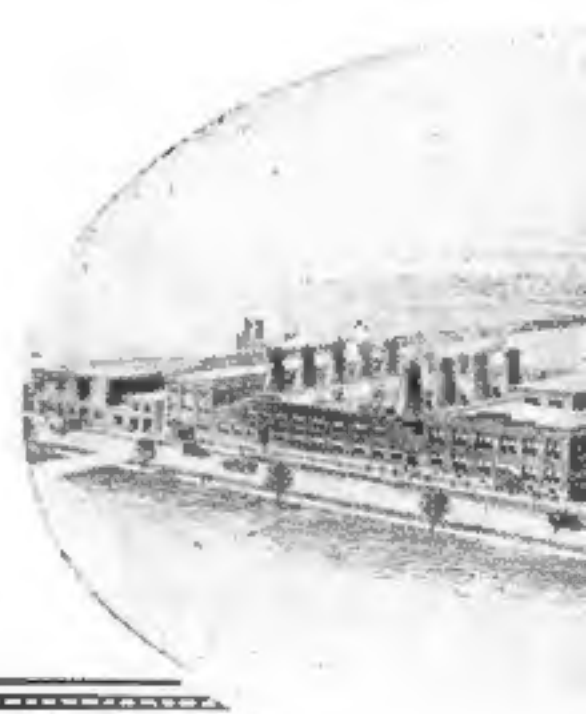
VII

- 1 At the end of each quarter beginning 1919, unless otherwise decided
- 2 by the Board of Directors, pay to First Preferred Stockholders a dividend
- 3 of $\frac{1}{4}$ of the annual rate borne by the stock, as hereinbefore provided.
- 4 At the end of each quarter beginning 1919, unless otherwise decided
- 5 by the Board of Directors, all First Preferred dividends having been
- 6 paid, pay to Second Preferred Stockholders a dividend of $\frac{1}{4}$ of the
- 7 annual rate borne by the stock as hereinbefore provided.
- 8 After closing the books for the year the Board of Directors shall
- 9 determine the further distribution of profits as follows:
- 10 (a) For the purchase of Common Stock on deposit assigned by
- 11 retiring Employees, either voluntary or involuntary.
- 12 (b) For temporary use in an unusual expansion of the business
- 13 an amount which shall not exceed 20% of the total profits of the year.
- 14 The total reserve not to exceed 30% of the capital stock outstanding.
- 15 (c) For the dividend on Common Stock to be paid during the
- 16 ensuing year, which shall be distributed in quarterly cash payments
- 17 at the end of each quarter.
- 18 (d) For the retirement of Preferred and Second Preferred Stock
- 19 and for the purchase of Common Stock offered by present owners.
- 20 The remainder of the profits for the year shall be distributed
- 21 in Common Stock at par to Eligible Employees for that year,
- 22 determined as previously described, and
- 23 present owners of the business pro rata to
- 24 average salary of previous year.

INTERPRETATION

VIII

- 1 All questions of interpretation of this
- 2 plan or [amendments thereof or the
- 3 rules pertaining thereto or relating to
- 4 accounting, values, profits or any other
- 5 matters or differences shall be determined
- 6 by the Board of Directors.



ies, Buffalo, N. Y.

and an ideal built
from small beginnings



of Profits

ILLUSTRATION OF DISTRIBUTION

1 To illustrate the method of distribution of earnings, let us imagine
2 that we have reached the close of the year 1922, and that the earnings
3 of the Company for the year, after paying all its bills, depreciation,
4 etc., are \$3,000,000. We will assume that \$20,000,000 of First Preferred
5 Stock is still outstanding, and that no Second Preferred Stock has been
6 issued; also that a total of \$11,000,000 of Common Stock has now been issued.

7 The first obligation which the earnings must meet is payment of
8 dividends on Preferred Stock. At 7%, this will amount to \$1,400,000,
9 leaving a balance of \$1,600,000 for other purposes.

10 Not more than 20% of \$3,000,000, or \$600,000, may next be appro-
11 priated for surplus. If this entire amount should be so appropriated,
12 we have left out of the year's earnings the sum of \$1,000,000.

13 The next obligation of earnings is to pay a return, if possible, on
14 Common Stock. Let us assume that the Board of Directors fixes the
15 dividend rate for the year at 4%. To pay 4% on the \$11,000,000
16 of Common Stock outstanding requires \$440,000, which leaves
17 \$560,000 of our assumed earnings still to be apportioned.

18 Assuming that no Preferred Stock is to be retired and no
19 Common Stock purchased, and that the payroll of Employee
20 Stockholders for the year 1922 amounts to \$2,500,000, each
21 Stockholder will then receive additional Common Stock

22 equaling 22.4% of his salary for the year.

23 If his salary is \$1000, his holdings of

24 Common Stock are increased by \$224.

25 It should be borne in mind that the

26 preceding illustration, while it requires

27 no great stretch of the imagination,

28 presupposes a larger business than the

29 Company has heretofore handled. It

30 is the new force in the business, the

31 loyalty and enthusiasm and spirit of

32 its Employee Stockholders which will

33 make this easily possible.



CHICAGO SHOWROOM AND WAREHOUSE
Larkin Co. of Illinois
3617 S. Ashland Ave., Chicago



LARKIN CO. OF AMERICA
Memphis, Tenn.



The New Larkin Idea

By William R. Heath



AN opportunity to become a part owner in the business of Larkin Co. Accepting the idea that some share in the prosperity of a business equitably belongs to all those employees who actually make it possible, the management could not present a comprehensive plan for the future without also making some provision for the past. The first distribution of Common Stock to those employees who have served, and who have helped to produce the present business, is such provision, and beyond this is no part of the plan.

The plan briefly stated is that the business shall belong to the Common Stockholders, that the Common Stockholders shall be employees, that anyone on the pay roll may aspire to be a stockholder in proportion to his usefulness to the business; and that when a person has served well and long, the retirement feature shall insure special provision for his well-being and comfort.

The Common Stockholders and those that are to be, will in time acquire the business. As they advance no money the present owners receive Preferred Stock and some Common Stock. Beyond this Preferred Stock, the Common Stockholders will own the business; and all its future prosperity and possibilities belong to them. Every bit of added energy and efficiency goes to the Common Stockholders. The Preferred Stockholder get only a specified return, and their interests may be retired as the prosperity of the business justifies.

Now, what does this amount to, both now and hereafter?

The present management has built up a great business. This was possible only by leaving in the business each year the greater part of the earnings. The earnings have not been spent but have been conserved in the splendid properties of our company, and are now being passed on to the Common Stockholders. In the ten years ending January 1, 1919, which were among the most prosperous years of the company's life, the average dividends paid to the stockholders amounted to but 3.72% on the average capital invested. All of the remainder of the profits were used in expanding and strengthening the business. Not only will the Common Stockholders profit by this conservation, but the holders of the Common Stock will receive every cent of the profits of the business beyond the Preferred dividends. These profits will be represented either by money in hand or increased value of the stock, or in new stock issued, or by all of them.

Let us see if this can be simply illustrated. We will use the most conservative figures.

From present indications the sales this year will amount to at least \$25,000,000. Suppose we make a net profit of 6%. We shall then have \$1,500,000 of net profit. The Preferred Stock will be paid this year 3%, or \$600,000. This leaves \$900,000 to the Common Stockholders. \$10,000,000 of Common Stock has been issued. This is a profit of 9% on the Common Stock. There is no Second Preferred Stock. If there is a dividend declared on Common Stock under VII-8, c, the Common Stockholders will get a part of the \$900,000 in cash. The reserve under VII-8, a or b, will increase the value of the Common Stock by just that much. Whenever there is an appropriation under VII-8, d, it too increases the value of the Common Stock, just as a payment on a mortgage increases the owner's interest in the property.

Any balance will be distributed in the form of Common Stock to all persons then eligible, pro rata to salary, see VII-20.

We have all lived long enough to know that if we have not put much into a thing we cannot expect to take much out. In business we are dealing in lifetimes, and the large value in a successful business goes to those who stick, nevertheless a person serving the company well for only a few years will receive substantial recognition.

Suppose the profits in a year to be \$3,000,000. The Preferred Stock will receive 7%, or \$1,400,000. This leaves \$1,600,000, all of which goes to the Common Stockholders. If 20% of the profits, or \$600,000, is held for reserve, there is still \$1,000,000 to divide in cash and Common Stock. If half is paid in cash to Common Stock, say 5% and the remainder in Common Stock, based on a \$2,500,000 pay roll, this would be 20% of

the salary. One whose wages or salary is \$1000 per year would receive \$200 in Common Stock. Follow this up a little—same profits for several years.

1st year of participation		\$ 200 Common Stock
2nd " " "	cash \$10	200 " "
3rd " " "	" 20	200 " "
4th " " "	" 30	200 " "
5th " " "	" 40	200 " "
Total accumulation in 5 yrs. \$100 \$1000 " "		

Anyone with pencil in hand can prove in a few minutes that with his best efforts coupled with those of his associates our business will yield to him a substantial return in addition to his regular salary. But it comes by attention to business, sustained interest, and the constant knowledge that the strength of our whole organization is merely the sum of all its units, and that every person in the organization is either a part of the power that makes it go, or a part of the load to be carried.

And what about that first \$1000 that a young person saves? Let me tell you because I KNOW. IT'S THE BIGGEST THOUSAND DOLLARS IN THE WORLD!

Now suppose a person has been with us fifteen years, and was drawing a salary January 1, 1919, of \$1500 per year, and conditions were the same as in the last example. First he would receive an initial apportionment of stock of \$1800.

1st year of participation, cash \$ 90	\$ 300 Common Stock
2nd " " "	105 300 " "
3rd " " "	120 300 " "
4th " " "	135 300 " "
5th " " "	150 300 " "
Total accumulation at end of 5 years \$600 \$3300 " "	

And on the 10th year, making a total employment of 25 years, assuming the business made no growth except sufficient each year to pay the current rate on the new stock issued, he would have received in cash \$1575 and would have accumulated \$4800 of Common Stock. With reasonable progress both the cash and Common Stock should be much more.

Now assume the same condition as the last except the employee draws \$4000 per year. The result would be as follows:

Initial appropriation of Common Stock \$4800		
1st year of participation, cash \$240	\$800 Common Stock	
2nd " " "	280 800 " "	
3rd " " "	320 800 " "	
4th " " "	360 800 " "	
5th " " "	400 800 " "	
Total accumulated at end of 5 years \$1600 \$8800 " "		
Total accumulated at end of 10 years \$4,200 \$12,800 " "		

Illustrating the retirement provision—We have a young woman who came here to work at about 18 years of age. She is now paid a salary of \$1500 per year and is 40 years of age. Under this plan she will receive initial stock amounting to \$2800. If she continues to work for the Company until the age of 65 under conditions assumed, she will have received in addition to her salary (allowing for no advance in salary) cash dividends amounting to \$8187.50, which, if conserved in a safe 5% investment would yield \$409.37 annual income. She would also have to her credit \$10,300 of the Company's Common Stock, which under the retirement plan would yield an income of \$1030 per year for 20 years. A total annual income of \$1439.37 on which to retire, and at the end of 20 years she would still have an estate of \$8187.50.

A boy came here to work at the age of 15. He has completed 25 years service. He now receives \$2500 per year salary and is 40 years of age. His initial stock apportionment is \$5375. At the age of 65 he will have received \$11,171.87 cash dividends, and will have accumulated Common Stock to the amount of \$17,875. He can retire at the age of 65 with an annual income for 20 years of \$1787.50, and a permanent 5% investment for the \$11,171.87 will yield \$558.59 additional, or a total income of \$2,346.09 yearly—and at the age of 85 he would still have an estate of \$11,171.87.

Never before has such a splendid opportunity been offered to the employees of any company to become substantial owners in the business they serve.

The Fourth Accession of Partners

By Darwin D. Martin

IT is a natural and laudable ambition of every worker at some time in his life, at least of every man of business qualifications, to go "on his own"—to have his own business. He has a feeling at least subconsciously, that as a subordinate he can never attain his full development, nor express his individuality which he believes is his inherent right.

In this age of highly specialized commercialism, however, the prospects of business success are too dubious to tempt many. Capital is lacking even if initiative is present, and the establishment of a business with inadequate capital is, at best, a slow, soul-trying experience. For in the wearisome years of the first decade or two of a new business, few indeed of those who enter for the test give proof of that immense fortitude and tenacity which is required to sustain all the adversity encountered in all the forms discouragement can devise.

The talent for minimizing the pressure of competition by blazing new trails is apparently possessed by few. To devise new methods of service, to depart from familiar crowded paths, requires courageous and long sustained initiative.

By the time one reaches such maturity as to promise a fighting chance for success, the average man—yes all but a few men—has found himself in a position, not often of his own choosing, where human inertia impels him to remain. He usually does so unless some eruption (which may be a rudely disguised blessing,) expels him from his haven, and frees him to venture "on his own."

Even success pays its penalties. If one embarks for himself and attains more than a very moderate success, the business soon acquires its own personality which is apart from the owner's. It has been said that this point is reached as soon as a one-man office acquires an office boy. Obviously, in a great business the personality is a composite of many individualities, and the owner or owners may have little more scope for self-expression than any worthy, thoughtful co-worker.

The fundamental purpose of the so-called "original owners" of Larkin Co. in now opening the way to co-operative ownership with its employees, is, to permit the fullest expression of individuality, to establish those right relations that will foster the all-important aspiring attitude and spirit which are so much more important than mere form. In a great organization team work is essential and so there must be form, method, system. Those, however, imbued with the consciousness of proprietorship will not submerge spirit in mere form. There is no inherent reason why some self-elected few in this, or in any organization, remain alert minded while the great majority are subdued time-servers, except that the latter fail to catch the vision of responsibility for, and share in, the joy of successes and the agonies of mistakes. Consider the possibilities, indeed the certainty, of individual and collective growth and happiness where more than a thousand people long associated, whet and share with each other, such vision as now opens before us in 1919.

Mr. Larkin founded this business at 198 Chicago St. at the age of 30, May 1st, 1875 under the name of J. D. Larkin, with the small capital he had derived from a partnership of



a few years in the firm of J. Weller & Co., soap makers of Chicago, which had then dissolved. Born in Buffalo, Mr. Larkin had shared the experience of most honorable working boys, acquiring business experience in various capacities in which a boy who must make his own way finds opportunity. His last employment previous to the partnership in Chicago, was at 1060 Seneca Street, Buffalo, at the soap works of J. Weller, who on going to Chicago admitted Mr. Larkin to partnership.

On May 1st, 1878, Mr. Larkin formed his first and, in fact, only unincorporated co-partnership, with Elbert Hubbard, under the firm name of J. D. Larkin & Co. This partnership continued until February 22, 1892, when the first corporation was formed

under the long name of The Larkin Soap Mfg. Co.

In the seventeen years which had elapsed from the founding of the business a net capital had been accumulated of \$107,200. When the corporation began, William H. Coss, Daniel J. Coss and the writer, employed respectively since 1876 and 1878, were invited to purchase stock and did so, when all were elected directors. The members of Mr. Larkin's family also became stockholders. This constitutes the "second accession". Early in 1893, Mr. Hubbard retired and Charles H. Larkin was elected a director to fill the vacancy on the board.

On December 1, 1899, a second corporation under the name of Larkin Soap Co., (shortened to Larkin Co., August 1904) was formed to take over the business. This company started with net assets of \$1,417,000 and had a directorate of seven members. William R. Heath and John D. Larkin, Jr., were elected members of the board, and by now, Harry H. Larkin and H. M. Esty were also stockholders. These constituted the "third accession".

Mr. Heath had joined forces with us on April 1st of that year, upon Mr. Larkin's invitation. Mr. Heath remains the only stockholder and member of the Company to date who had a business career prior to his connection here. He came to us from his own successful law firm in Chicago, of which he was the head. All others of Mr. Larkin's associates prior to the present "fourth accession" were received with all their years of maturity before them, but nothing else, other than their boyhood records of service or of educational pursuits, to contribute.

In July, 1909, William H. and Daniel J. Coss retired from business and resigned their board membership and Harry H. Larkin and H. M. Esty were elected to the board.

It must not be thought that compared with the present capital of over \$22,000,000 with which the "fourth accession" starts that the foundation laid in the first two decades was not important. The successes of the last twenty-seven years are only the superstructure on that foundation, and would have been impossible without it. To assert that the hundreds who enter now into ownership of this business have, collectively, advantages as fraught with promise as were those offered the "second accession" of 1892, or the "third accession" in 1899, is, I believe, to far underestimate today's opportunity. Consider if you please; would you rather start as did Mr. Larkin in Chicago in 1870, with his hands and an experienced partner, or in 1875 in Buffalo single-handed with small capital, or in 1892 or in 1899 as did the groups who

The Fourth Accession of Partners—Continued

preceded you? Or, rather, as you are, starting in this year of the beginnings of reconstruction and peace in 1919? While there are many hundreds of you among whom to divide the fruits of success,—with a share in ever-diminishing ratio to “original owners”—and only after the hire of \$20,000,000 of preferred capital is paid, would you exchange your prospects for those of 1875 or 1892 or 1899? I believe not.

Were we to assume that you were starting today with none of the existing property of the Company as your share, you still would be backed by the Company's present adequate capital and great good will, bringing its constant daily flow of supply and demand, which is commerce, and which were all lacking when Mr. Larkin began in 1875 and were wholly inadequate in the early days of the first corporation. But on the contrary, you will hold, proportionate to your respective years of service and ability measured by your salary, subject to the priority of the preferred capital, a portion of common stock, which is, I believe, worth its face and par value, made so by the margin of net assets in excess of preferred capital and the perfectly tangible good will. Only time and YOUR OWN EFFORTS, however, will demonstrate how sound is my belief.

To be sure, small dividends will come of the stock you own, and no surplus profits will accrue, from which must come all increases in your holdings of stock, unless your individual efforts are as sustained, as thoughtful, tenacious and conscientious, and your team-work as complete as has heretofore been those essential qualities of that score or so of executives who have carried the business forward to its present commanding position.

We shall suffer, and all share proportionately, a bitter disappointment if we rely upon the efficiency which inheres to mere organization, without our individual brotherly co-operation. The larger success necessary for larger earn-

ings, can come only as the sum of the co-efficiencies of the co-operating owners, and prospective co-operating owners, of which class every newer employee of the Company is a member, exceeds that of the past. The individual productivity, the integrity, intelligence and spiritual capacity of each will alone achieve a maximum of the success which makes for the happiness of all of us workers and our families.

President Wilson in one of his speeches abroad said, “The rulers of the world have been thinking of the relations of the Governments and forgetting the relations of people. They have been thinking of manoeuvres of international dealings when they should have been thinking of the fortunes of men and women and the safety of homes and the care that they should take that their people should be happy because they are safe.” The people are the rulers of America, and more and more are the leaders in industry manifesting thought for the fortunes of their men and women by giving opportunity such as the re-organization of Larkin Co. gives for hand-in-hand continuous progress through co-operative ownership.

I have been asked what the division of profits will likely be. Who could have told in 1892 what the foundation then laid and the work of the next twenty-seven years would bring forth? Who can prophesy the results of the next ten or twenty years? We know they will be strenuous and interesting years, but I would not assume to limit the rate of growth by an estimate. Even the same rate as heretofore will yield its fruits but does not everyone concede a foundation now laid for a greater growth? Therein lies most of the rewards. Most of the INCREASE will go hereafter to the “eligible stockholders”.

I believe our plan of organization more potential for permanent good, and will work out to a higher degree of general satisfaction to all participators than any heretofore adopted anywhere.

Questions You May Ask About the New Plan

1. WHAT IS A CORPORATION?

It has been defined as an artificial person created by Law as the representative of those persons who contribute to, or become holders of shares in the property intrusted to it for a common purpose. Its rights, powers and duties are prescribed by Law. It can be created by or under legislative enactment only and its domicile or home is in the State where it is incorporated.

2. What is the difference between the Capital and the Capital Stock of a corporation?

Capital is the total value of the property of all kinds that it owns while the Capital Stock is the amount of stock it is authorized under its charter to issue. Thus the Capital Stock of LARKIN Co. as now incorporated is \$1,000,000 and its Capital is much more.

3. What is a Share of Stock?

It is a certificate stating the value of the interest which its owner has in the management, profits and ultimate assets of the corporation.

4. What is Preferred Stock?

Preferred Stock is stock which has some preference as to assets or dividends over the Common Stock of the Corporation.

5. What is Meant by Cumulative?

When the stock is cumulative and the Company does not earn and pay the agreed dividends, the unpaid dividends, past or present, are a charge against any profits subsequently earned and must be paid before the holder of Common Stock is paid.

6. What are the By-Laws of a Corporation?

They are the permanent rules of action under which the corporate affairs are to be conducted. They are made by the stockholders at meetings regularly called for that purpose.

7. In connection with IV.—46. Is it meant that an employee so omitted shall be an employee stockholder so long as he remains in the employ of the Company?

No. The Board of Directors may place his name to the list of eligibles to be voted on again if they think it advisable.

8. What is meant in V.—31 by “Second Preferred Stock is issued only in the discretion of the Directors when Common Stock is to be purchased”?

That when Common Stock is offered to the Company by an employee for purchase the Directors may pay for same in this way rather than in cash or by note as provided in VI.—15. There are no restrictions upon the sale of such Second Preferred Stock by the holder.

9. Give an example of what will occur under the Retirement provision if the fund mentioned has been created:—

Suppose the retiring employee owns 100 \$50 shares of Common Stock for which the Board has established a value of \$60 per share in his retiring year. He will receive \$300 a year for 20 years if he lives that long plus the regular dividends declared on 100 shares of common stock each year. The dividends may be as high as 12% of the par value.

10. Under the Retirement provision what is meant by “unpaid remainder at death”?

The shares of stock for which the Company has not yet paid the deceased retired employee under the arrangement of purchasing at the rate of 1¼% quarterly.

11. How will future stockholders be added?

In the future, every employee, after he has been with Larkin Co. three years, will become a stockholder, provided two conditions are fulfilled:—

FIRST: That the employee can convince the Board of Directors and 90% of his fellow-workers who are stockholders that he is a business-builder, and so is entitled to hold stock.

SECOND: That the business prospers and its assets increase to an extent to justify the issuance of additional stock. To issue stock without assets behind it is like pouring water into milk. Such stock is commonly described as “watered”, and is countenanced by neither the law nor good sense.

Most of us have sufficient faith in this business to be confident that it will not stand still. It will prosper; its assets will increase. The employee whose conscientious, thorough performance of duties contributes toward that prosperity—who is a business-builder—will be elected a stockholder. Let there be no doubt on that score. The importance of his election lies too close to our pocketbooks to allow of any other outcome.

"Great Opportunity" is the Opinion of the Following:

G. M. KIRBY Says:

Having always been an optimist on the future of Larkin Co. and the opportunity here presented for a life job, I view with satisfaction the "proposal by the stockholders of Larkin Co. to its employees".—I am proud to be in such association.

C. C. JEWETT Says:

I am tremendously enthused by the plan. I hope it works out as it promises. I want to have a participating part in success of the business; also to stand my share in its losses. Furthermore I want to invest my savings and my earnings in the business to which I am devoting my work-a-day life.

H. W. MOREY Says:

As an employee and a possible participant in this Profit Sharing Plan, I wish to thank the Directors for providing such an opportunity to employees, and to congratulate them on the broadness and liberality they have displayed in working out the details of the plan.

H. W. WHITNEY Says:

Congratulations to the Stockholders of Larkin Co. for presenting to the employees such an advanced plan as the Stock-sharing proposal enclosed. It is a foregone conclusion that besides materially benefiting the employees as individuals it will accomplish all that is expected of it from the standpoint of the organization as a whole.

R. E. THOMSON Says:

I appreciate very much the wisdom and liberality revealed in the plan of stock distribution.

G. E. MINTHORN Says:

The most remarkable History-making document of Larkin Co. is before me. It inspires in me, and I am sure will in all who read it, a feeling of great good will and loyalty to the generous and wise "Directors of Larkin Co."

J. F. PLACE Says:

The Profit Sharing Plan which Larkin Co. proposes to adopt appeals to the writer as being liberal and generous in the extreme and very broad in its scope. It shows evidence of much labor and thought, and I think can not help but achieve the result for which it was prepared.

PAUL KELLOGG Says:

I consider the proposition fair in all respects and in many ways more than fair. Whereas there is no immediate prospect of increase in income to those of us who have not been here long, yet as an opportunity to provide for a comfortable income assured in our "old age" I could conceive of nothing more generous. And, after all, this is the most important thing to be provided for, as far as our selfish interests are concerned.

J. C. JOHNSON Says:

Its extreme fairness and manifest justness have impressed me each time I have studied it. And I have earnestly sought to discover the utmost limits of its very fair provisions. Such a plan put into force by the present owners of this business will serve to add a deeper appreciation of the rank and file of OUR employees in THEIR work.

H. H. HEATH Says:

I am enthusiastically in favor of the Profit Sharing Plan outlined in your recent memo-

randum. I am strong for it not only from the small viewpoint of my pocketbook, but from the standpoint of my deep interest in the success of this business. A plan to sincerely and genuinely share your business with a large proportion of the workers will, in my opinion, have an electrical effect upon the loyalty, the responsibility, the initiative, and the "pep" of the force. The plan you propose is such a plan.

R. B. ROPE Says:

Here is an opportunity that will have a wonderful effect on the happiness and prosperity of Larkin employees and, resultingly, on the success of the Larkin business.

I believe the effect on the morale of the institution will be revolutionary and that the way becomes open for a PERMANENT future for the business on a most wholesome and successful basis.

C. R. WIERS Says:

In answering your proposal of the 23rd, I feel that the squarest thing I can do at the outset, in justice to you and your associates and

evidence of the integrity and human love which you have built into this business.

C. F. BOOTH Says:

I think I have analyzed the good and generous points, and as an individual can heartily subscribe.

J. E. WILSON Says:

I feel that it is a wonderful plan, and it is so good that the employees have not grasped, nor can they grasp, the full benefits of it at this time.

I am a satisfied employee, and I cannot conceive any other idea than this working for the Larkin Co., and now to see a chance to be a stockholder and one of the concern brings a feeling of satisfaction and soundness beyond expression.

ALICE F. EVES Says:

Your proposition in behalf of the welfare of your employees came as a happy surprise. It is magnanimous. You do not realize how you have lightened the burden of many hearts.

KNEELAND BALL Says:

I have never heard of a more generous profit sharing offer made by any industrial company in the world, and I rejoice in the fact that I have been privileged to spend the last few years as an employee of the organization which has in every emergency proved its real worth, and that I have been privileged to labor for owners who had my respect and admiration.

IDA M. KAISER Says:

The proposal mentioned in the papers attached is a very generous one. IT IS FINE.

W. M. ISHAM Says:

The proposal has my enthusiastic approval and support. It will be gratefully appreciated generally, and I think will work out to advantage all around.

JEAN ADAMS Says:

To me this is a most wonderful and generous plan, and I thank you.—May I assure you of my most earnest co-operation.

F. W. CLAUS Says:

It is a most generous and acceptable offer and will be received with the most unqualified and cordial welcome.—The big feature that should appeal strongly is the provision for retirement with the establishment of a fund for continued income.

M. S. WHEELER Says:

The proposal of the stockholders strikes me as the most generous of all the profit-sharing propositions I have seen and I have examined a good many. It ought to be accepted with the most grateful appreciation by those entitled to participate.

H. W. SMITH Says

I am firmly convinced that this will increase the interest and efficiency of all the employees and will surely make for greater co-operation. The proposal shows evidence of much thought and deliberation and seems to cover the ground thoroughly.

I will do all in my power to help.

A Much Bigger Thing Than Profit Sharing

I AM greatly impressed by the fact that the scheme is not one of profit sharing simply, but of co-operative ownership as it has been most happily expressed. The employees have a wonderful opportunity to participate to a greater and greater degree, in the benefits derived from the development of the company, produced by intelligent effort in which they have their part.

To me this opportunity to assist in the development of the company, and to accumulate an increasing equity in the assets produced by this development, is a much bigger thing than the possible immediate yield from the common stock to be distributed to charter employee stockholders.

Most of us do not expect or desire to get something for nothing. We do, however, appreciate an opportunity to realize on our efforts under such favorable terms as the proposed plan offers.

I believe that the proposed plan for selecting eligibles is very fair and wise, the extent to which each is to be permitted to participate in stock distribution is just and that the amount of stock allotted to be distributed by the stockholders is most generous.

J. C. HECKMAN.

likewise to myself, is to commend you all most heartily for the breadth of thought, the sincerity and the earnestness which seems to characterize your latest efforts in the interests of your friends and fellow workers.

W. E. PERSONS Says:

I think this is the greatest step forward, to strengthen the organization, the Company has ever had under consideration.

JOHN McNALLY Says:

The proposition as you outline it seems to me to be conceived and developed in such a large, generous way that will, I am sure, produce the response among our people which you have in mind for the broad benefit of the Business and its organization.

E. M. MAY Says:

I believe this plan will prove the greatest benefit that has ever happened to our corporation.

LOUISE C. GERRY Says:

I think that this is a very remarkable and magnanimous step. Surely it is just one more

Other Fellow-Workers Express Their Opinion

W. H. OEHLER Says:

The generosity of the proposal is indeed remarkable.

H. E. PUFFER Says:

The proposal shows every evidence of having been given most mature consideration, and its adoption as outlined will be received with appreciation and satisfaction by all those elected to participate.

ELLEN J. WOODRING Says:

Old age without a vision of self sustenance must be a trial to everyone and I am sure you have answered the question of many an employee by your generous plan to share with us.

O. A. KIRBY Says:

The proposition as I interpret it is very fair and generous on the part of the Company.

I am very glad that a plan of this kind is under consideration. It is my conviction that this business has a wonderful future, and that the operation of a profit sharing proposition as proposed will insure a loyal and co-operating organization.

F. D. GRIDLEY Says:

I appreciate the fact that the proposal is the result of many months of investigations and labor and I wish to congratulate the Board of Directors on the very liberal proposal you have made, and hope that it will bring the results you desire in increase of business, profits, efficiency and co-operation.

G. W. MILLER Says:

The proposed Co-operative Ownership Plan appeals to me as being the most generous in its application to all employees of any which have come to my attention.

The outright gift of Common Stock, together with the arrangement for an annual additional distribution, as well as the retirement features are, I believe, marked innovations.

J. H. ISHAM Says:

I feel sure that if the plan is carried out as proposed, the result will be highly satisfactory, as it will develop greater loyalty, more efficiency and more industry on the part of employees affected.

E. J. HAYES Says:

I have gone over the plan several times, and have given it most careful study. I consider the plan as it stands a most generous one, but the point that particularly appeals to me is the possibilities that are placed in the hands of the employees.

P. G. HARLOW Says:

This is a step in the right direction toward a greater co-operation for our firm and it further cements my faith that the judgment of the firm will be equitable and just to all.

F. L. WITHEE Says:

The proposed method of re-organization and stock distribution is most liberal. It provides ways and means whereby competent and trustworthy employees may acquire an interest in a well established business, which has been their greatest desire. Full justice has been done employees in this plan and I am confident they will show their appreciation by continued good work which must broaden the scope and increase the results of this business.

The provision for employees retirement is the most liberal one I have read of or heard of, from any company. The present owners are to be commended on this part in particular.

F. C. HITCH Says:

The Company's proposal to share profits with its employees is a very generous and far-sighted one, and I would appreciate the opportunity of participating in the plan as outlined.

ANNIE S. BELLIS Says:

As I understand the enclosed offer it seems to be a very liberal and beautiful thing the Directors propose to do for the employees, and I am sure it will be greatly appreciated by all, especially the "long" ones.

F. R. JEWETT Says:

Replying to your letter of April 23. I want to thank and at the same time congratulate the Company on their Profit Sharing Plan. I feel that it is the beginning of a new era of interest, co-operation and consequent prosperity for all concerned.

One thing very apparent is that this is not a hastily drawn document and there seems to be little opportunity for criticism.

ALICE E. STAFFORD Says:

My opinion is that those of the employees who have been with the Company for a number of years will greatly appreciate this step. For myself, I can truly say that it gives me something to look forward to, and makes the future look much brighter.

The plan is surely one that will give each of us an incentive to increase in every way possible the earnings of the Company, and it also gives those who can only save a small portion of their salary a chance to invest in stock from time to time.

A. C. VAN DUZEE Says:

The plan is one that will have the cordial welcome of all who may participate in it.

There is going to be an increased endeavor. There is going to grow a higher and more efficient morale, a broader and a more courageous outlook. A spirit of helpfulness will also be manifested, for from now on our concern and interest will be extended beyond ourselves and include all.

J. A. HANDY Says:

I will do everything I can to promote the mutual interests of my fellow employees and the management.

HARRIET K. ISCH Says:

I should personally appreciate having this proposal made effective and believe it could not help but increase the loyalty and personal interest of every employee of the Company, and thereby produce greater efficiency throughout the organization.

SARAH E. McCORMICK Says:

I am sure the plan as submitted will meet with full co-operation of all participants and I will endeavor to show my appreciation by the very best effort of which I am capable.

P. H. HOURIGAN Says:

I most heartily endorse the plan and especially appreciate the consideration shown those who have spent years of earnest endeavor in your service.

F. J. ARTHURS Says:

A great advance for all. Realization of ownership by employees will inspire extreme effort for improvement of all and consequent increase in value of stock.

E. J. MACFARLANE Says:

I am sure I fully appreciate this splendid idea and wish to express my gratitude to the Board of Directors in being able to participate in the distribution of the stock.

FLORENCE M. COATES Says:

This was a very pleasant and happy surprise to me. * * I pledge my most earnest co-operation.

E. A. BECKER Says:

You may rest assured I have read it (the proposal) with great interest and care, and it would be difficult for me to express how enthusiastic I am for its adoption. No doubt many of those who will benefit by its provisions are now giving the company their best efforts, but there is equally no doubt but that the pride of part ownership will not only sustain and broaden those best efforts but will also spur on others who may have slackened their pace.

E. G. GREEN Says:

I have carefully considered the proposal which you sent me Wednesday. The proposition as outlined is a very comprehensive one, in fact it is so comprehensive that it will be some time before many of us can see the matter in its true light or realize its significance. If the plan is put into operation essentially in the manner outlined, it will mean a new era for Larkin Co. employees, and will impel every one of us to efforts of which up to this time we did not know we were capable.

W. CALL Says:

I have carefully studied the plan and feel that, if the employees would show the same amount of confidence in the Management as the Management has shown in the employees, we shall all have a bright future to look forward to.

IN each issue of OURSELVES there will be a column devoted to the interests of Co-operative Ownership. This column will be edited by Mr. Heath and he invites questions, suggestions, recommendations and criticisms from everybody on the pay rolls of the Company.

It is intended that this column shall reflect the interest and progress of our organization in the art of co-operation, our development in unselfish and broad minded thinking and our willingness to work in the light that "streams on the path ahead."